

The Official Publication of the Colorado Nurses Foundation in partnership with the Colorado Nurses Association

COLORADO

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Quarterly publication direct mailed to approximately 84,000 RNs and LPNs in Colorado

NURSE

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We are excited to announce that the *Colorado Nurse* is Going Green! Beginning with the May 2020 issue, the publication will be available as an e-newsletter to any nurse licensed in Colorado who would like to receive it. It will also be distributed in electronic form and printed as a member benefit for members of the Colorado Nurses Association. If you are not a member of the Colorado Nurses Association, then this current issue will be your LAST printed copy of the *Colorado Nurse*!

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receiving information that is vital to your nursing practice. We encourage every nurse in Colorado to register to receive the *Colorado Nurse* electronically. Whether you want to go green, or just like reading news electronically, signing up for the online version of the *Colorado Nurse* is simple.

If you have any questions or comments about the *Colorado Nurse*, please contact Colorado Nurses Association Executive Director Colleen Casper at info@coloradonurses.org or by phone 720-457-1194. You can join CNA at <https://www.coloradonurses.org/join>. Join us today!

From the Desk of the CNF President

YES, it is 2020!!

2020 — The World Health Assembly, the governing body of the World Health Organization (WHO), designated 2020 as the Year of the Nurse and Midwife in order to advance nurses' vital role in transforming healthcare around the world. It also is in honor of the 200th anniversary of Florence Nightingale's birth. This year has been planned for some time now and the year of the nurse is now a reality.

- February 21, 2019 – 2020 Named "Year of the Nurse" Endorsed By W.H.O.
- March 6, 2018 – Pope Francis Calls Nurses, "Experts In Humanity."
- Read: Kate Middleton Launches "Nursing Now" Campaign.



Sara Jarrett

Colorado Nurses Foundation President continued on page 14

Colorado Nurses Association President...

Linda Stroup, Ph.D., RN

Happy New Year to all Colorado Nurses! As we begin the year 2020, we have much to look forward to and be proud of as nurses. In a November 7, 2019 press release, the American Nurses Association Enterprise announced "its intent to elevate and celebrate the essential, robust contributions of nurses as the world recognizes 2020 as the "Year of the Nurse." The World Health Assembly, the governing body of the World Health Organization, declared 2020 the International Year of the Nurse and Midwife, in honor of the 200th anniversary of Florence Nightingale's birth. The celebration offers a platform to recognize past and present nurse leaders globally, raise the visibility of the nursing profession in policy dialogue and invest in the development and increased capacity of the nursing workforce." <https://>



Linda Stroup

Colorado Nurses Association President continued on page 14

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- **Nurses Day at the Capitol and Legislative Dinner**
February 20, 2020
- **Nurses & Healthcare Appreciation Day at the Colorado Rockies**
May 8, 2020
- **Colorado Nurses Association Annual Membership Assembly**
September 18 & 19, 2020

Colorado Nurse Publication Article Submission

- **December 15** for February Issue
 - **March 15** for May Issue
 - **June 15** for August Issue
- **September 15** for November Issue

Colorado Nurses Association in partnership with the Colorado Nurses Foundation seeks your regular reports and any content you feel would be informative for Colorado Nurses.

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Theme: "Celebrate Nursing Now!"



International Year of the Nurse and Midwife

Volunteers Needed: Committee Chair and Planning Committee Volunteers to work closely with Colorado Nurses Association Conference Coordinator and Board of Directors to develop, plan and promote speaker selection for the September 2020 Conference.

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To submit an article for publication, consider the following guidelines.

1. Topic is current and relevant to RN practice.
2. 500 word limit
3. Individuals may submit articles for consideration by emailing carolomeara@aol.com.

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Executive Director's Column

The Year of Nurse & Midwife: Much to Celebrate

Colleen Casper, DNP, RN, MS

One year ago, The World Health Organization (WHO) Executive Board designated the year 2020 as the "Year of the Nurse and Midwife," in honor of the 200th birth anniversary of Florence Nightingale. WHO led the development of the first-ever State of the World's Nursing report (https://www.who.int/hrh/nursing_midwifery/global-strategic-midwifery2016-2020.pdf?ua=1). WHO is also a partner in **The NursingNow! Campaign**, a three-year effort (2018-2020) to improve health globally by raising the status of nursing. The WHO acknowledges that nurses and midwives make up more than 50% of the global health workforce, and that by strengthening the global community of nursing we can simultaneously achieve greater gender equality, stronger economic development and improve sustainable development goals locally. Examples of the WHO's Sustainable Development Goals include universal access to health coverage and reduction of disease burden by greater deployment of nurses practicing at full scope in all nurse and midwifery roles.

Nurses and midwives are recognized as essential care team members, with our greatest strengths including trustworthiness and the work of front-line patient and family advocacy. Significant evidence continues to reinforce the critical role nursing plays in improved health outcomes and cost-effective care. The WHO report delineates the range of roles nurses and midwives play from promoting health and wellness in ageing populations as well as contributing to the reductions in newborn, infant, and maternal mortality. Practice settings range from hospitals, emergency, crisis, critical care and trauma management programs, community health services, home care, hospice and palliative care, as well as behavioral health services. The WHO report further details the evidence and significance of nursing and midwifery workforce contributions to increased patient satisfaction, decreases in patient morbidity and mortality, stabilizing hospital financial performance through decreased hospital readmissions, length of stay and reduction of hospital-related conditions.

The Economist publication *The World in 2020, Florence Nightingale and the Changing Face of Nursing* (Chankova) reiterates the growing reliance on nurses and midwives, citing as examples that close to 2/3 of anesthetics given to patients in U.S.A. are administered by certified registered nurse anesthetists (CRNA), and that

in Britain, nurses now provide some types of abdominal, orthopedic and cardiac surgery. Chankova reinforces the unique competencies nurses bring to the provision of person-centered, holistic care in treating patients with chronic conditions that require lifestyle changes.

Despite these significant changes in 200 years since Nightingale's birth anniversary, Chankova makes the startling point that **"although nurses make up nearly half of the world's health-care workforce, and 90% of all patient's contacts with the health workers – they are often not at the table when health policy decisions are made."** Chankova goes further to state that diagnostics and surgical robotic advancements will never replace the healing power of human empathy and human touch. Brian Dolan (@brianwdolan) a nurse and leadership academic from Australia is quoted by Chankova, **"people look up to a doctor, but they look a nurse in the eye."**

Much to celebrate, indeed! Colorado Nurses Association works every day to assure the Voice of Nursing is at as many health policy discussions as possible. Your membership supports that work through membership dues and through your personal volunteer engagement in the work of CNA.

Join the work and Celebrate **NursingNow!**

Reference

The Economist publication *The World in 2020* (<https://worldin.economist.com/edition/2020/article/17519/florence-nightingale-and-changing-face-nursing>)



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Government Affairs & Public Policy Committee

2020 Legislative Session Overview

Colleen Casper, DNP, RN, MS

The 2020 Legislative Session is certain to bring forward many potential legislative and regulatory changes designed to reduce the costs of access to care for Coloradans, as well as to strengthen access to care by addressing prescription drugs, primary care investments, and reducing the costs of insurance in Colorado. In addition to the continued emphasis on these health care priorities, 2020 will also see the implementation and final rule writing of multiple initiatives from the 2019 Session, not the least of which include a hospital transparency bill and continued revisions to improving the delivery of behavioral health care, including substance use disorders.

The Colorado Nurse Practice Act will be reviewed by the Legislature to assure that all Coloradans are

protected by the licensing of the largest healthcare workforce, nurses, including Licensed Practical/Vocational Nurses (LPN/LVN), Registered Nurses (RN), and Advanced Practice Registered Nurses (APRN). Also being reviewed is the Certified Nursing Assistants (CNA) Practice Act. Nurses acknowledge that healthcare is a team sport, and assuring that all of us are prepared to practice in the emerging models of care is essential. Care models drive both cost and quality of care so the modernization of the Practice Act is essential.

Colorado Nurses Association worked over 18 months with 300 plus Statewide RN's and other stakeholders to prioritize key recommendations for the Department of Regulatory Affairs Office of Policy Research and Regulatory Reform (DORA OPRRR). Unfortunately, many of the recommendations were not included in the DORA report. As a result, we are working with Legislative Sponsors to prioritize the following recommendations:

- 1) Include a definition of "Collaboration" in the Nurse Practice Act to formally recognize the importance of provider's shared responsibilities to patients, clients and families, and of each and every provider's accountability to their individual license;
- 2) Clarify delegation authority to include "delegated patient care" to address the lack of current standards to describe the patient centered care plan as well as the increasing reliance on unlicensed and/or certified health care providers to deliver care while reducing costs. This clarifying

language is intended to model SB19-052, Concerning Expansion of an Emergency Medical Service Provider's Scope of Practice. SB19-052 recognized that expanding the role of traditional "medical service providers" to broader clinical settings, and recognized the value of adding RN's and APRN's to supervisory roles. Care delivery is occurring in more non-traditional settings and formalizing the delegation of patient care, creates standards to assure adequate training and supervision in these settings;

- 3) Clarify the role of the Licensed Practical Nurse to include focused assessment in accordance with their education. National Standards for Practical Nurse education includes the "collection of holistic assessment data" as well as the ability to "communicate the data and, evaluate client responses." Colorado's healthcare workforce is increasingly dependent on the role of the LPN, most urgently in rural and long-term care. This recommendation is designed to assure consistent education and preparation, as well as licensee safety; and,
- 4) Modernize the language regarding Advanced Practice Registered Nurse's ability to be recognized and licensed as full providers in Colorado and eliminate barriers including the requirements duplicative articulate plans and clinical mentorship.

We look forward to a robust 2020 Legislative Session!



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5:00 PM – Check-in and Wine Reception

5:25 PM – Welcome and Introductions

5:30 PM – Dinner and Open Discussion with Legislators

6:30 PM – Program 2020 Health Care

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Questions? **Colorado Nurse Association Office 720.457.1194 (regarding registration), General Information, CJ Cullinan, 720.556.6770**

Parking – Limited free spaces located behind the 1st Baptist Church westside of Grant and southside connected garage on eastside

Peer Assistance

Medical Cannabis: Guidelines for Nurses

**Katherine Garcia, MA, LAC, MAC,
Clinical Services Manager
Peer Assistance Services, Inc.**

Cannabis has a long history as a medicine, utilized both spiritually and recreationally. Currently, 33 states, the District of Columbia, Guam, and Puerto Rico allow cannabis use for medical purposes under specific qualifying conditions, and 11 states (and the District of Columbia) allow adult recreational use.

Nurses frequently care for patients who use or are considering using medical cannabis. In 2018, the National Council of State Boards of Nursing (NCSBN) released guidelines for nurses who care for patients who use cannabis stating, "Nurses need practical information to care for the increasing number of patients who utilize cannabis via a medical marijuana program, as well as the larger population who self-administer cannabis as a treatment for various symptomatology or for recreational purposes. Individuals are using cannabis and nurses will care for these patients."¹ Because cannabis science is not typically part of the curriculum in most nursing schools, nurses must find information about cannabis on their own from reliable sources, such as the resource explored below:

The National Council of State Boards of Nursing has identified six principles of essential knowledge about cannabis for nurses, advance practice nurses, and nursing students:¹

1. The nurse shall have a working knowledge of the current state of legalization
 - a. Critical to the care of patients who use cannabis is a working knowledge of the current state of legalization of medical and recreational cannabis use. Knowledge of the federal government prohibitions and any guidance from the federal government allows the nurse to be well informed regarding potential questions about the legality of the use of cannabis as a medical treatment.
2. The nurse shall have a working knowledge of the jurisdiction's medical marijuana program.
 - a. Rules and statutes for medical cannabis include specific information for the particular jurisdiction. A health care provider cannot prescribe medical cannabis; the provider certifies that the patient has a state qualifying condition. Several jurisdictions identify an APRN as one of the health care providers who can certify that a patient has a qualifying condition. Health care practitioners who certify that a patient has a qualifying condition need to consider all aspects of the patient's history, diagnostic information, and mitigating concerns. Precautions should be taken in the consideration of, and decision to certify, patients with a medical cannabis qualifying

condition. Since cannabis is a known substance of abuse, sufficient consideration for the potential for addiction must be included in the assessment process.

3. The nurse shall have an understanding of the endocannabinoid system, cannabinoid receptors, cannabinoids, and the interactions between them.
 - a. The endocannabinoid system consists of endocannabinoids, cannabinoid receptors, and the enzymes responsible for synthesis and degradation of endocannabinoids.² Endocannabinoids are naturally occurring substances within the body, while phytocannabinoids (plant substances that stimulate cannabinoid receptors) are found in cannabis. The most well-known of these cannabinoids is THC; however CBD is gaining interest in medical use.
4. The nurse shall have an understanding of cannabis pharmacology and the research associated with the medical use of cannabis.
 - a. Research related to cannabis use in humans is limited due to government restrictions on research involving cannabis. Moderate- to high-quality evidence exists for the following:
 - i. Cachexia
 - ii. Chemotherapy-induced nausea and vomiting
 - iii. Pain (resulting from cancer or rheumatoid arthritis)
 - iv. Chronic pain (resulting from fibromyalgia),
 - v. Neuropathies (resulting from HIV/AIDS, MS, or diabetes)
 - vi. Spasticity (from MS or spinal cord injury)

Other important considerations are the adverse effects of cannabis, specifically the risks to various patient groups; concerns regarding abuse, dependence, overdose, and withdrawal; and drug-to-drug interactions.

5. The nurse shall be able to identify the safety considerations for patient use of cannabis.
 - a. Administration of medical cannabis can only be carried out by the certified patient, or the designated caregivers registered to care for the patient. Storage considerations include keeping cannabis out of the reach of children, minors, and nonregistered individuals; storing all cannabis products in a locked area; and keeping cannabis in the child-resistant packaging from the store.
6. The nurse shall approach the patient without judgment regarding the patient's choice of treatment or preferences in managing pain and other distressing symptoms.

- a. The care of patients by nurses in any capacity is grounded in ethical practice. In addition to personal ethics, nurses are also guided by standards of practice, which are based on professional values, and/or a code of ethics. Awareness of one's own beliefs and attitudes about any therapeutic intervention is vital, as nurses are expected to provide patient care without personal judgment of patients. Ethical decision making regarding a patient's care must include the patient as well as the family, caregivers, and other practitioners involved in the patient's care. Necessary ethical considerations regarding a patient's treatment with cannabis include, but are not limited to:
 - i. Clinical indications, such as diagnosis, history, goals for use of medical marijuana, probability of success, other options for care.
 - ii. Patient's personal preferences based on information of benefits and risks.
 - iii. Attention to decision making by the patient's proxy, parent, or guardian, if the patient is incapacitated in decision making or is a minor.
 - iv. Quality of life based on the patient's subjective viewpoint.
 - v. Situational context, such as family and other important relationships, economic factors, access to care, and potential harm to others.

To access the complete National Nursing Guidelines for Medical Marijuana visit: https://www.ncsbn.org/The_NCSBN_National_Nursing_Guidelines_for_Medical_Marijuana_JNR_July_2018.pdf

¹ The NCSBN National Nursing Guidelines for Medical Marijuana. 2018. https://www.ncsbn.org/The_NCSBN_National_Nursing_Guidelines_for_Medical_Marijuana_JNR_July_2018.pdf

² Cannabinoid Receptors: Where They are and What They do, *Journal of Neuroendocrinology*, 20, 2008.

Peer Assistance Services Inc. provides the statewide Nurses Peer Health Assistance program through a contract with the Colorado Board of Nursing. If you have any questions regarding the Program or for more information contact: Katherine Garcia, MA, LAC, MAC, Clinical Services Manager. kgarcia@peerassist.org.

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See Peer Assistance Column on Page 5

Colorado Nurses Association Approver Unit Supports Nursing Continuing Professional Development

Connie Pardee, PhD, RN

The American Nurses Credentialing Center's Commission on Accreditation (ANCC) granted accreditation to Colorado Nurses Association (CNA) as an approver of continuing nursing education in February 2018. Since that date the Accredited Approver Unit has approved over 50 individual activity applications and has approved five organizations as Approved Providers of continuing nursing education. In August 2019 ANCC announced changes in terminology from continuing nursing education to **nursing continuing professional development**. This article will provide information on these changes and how you can provide ANCC accredited individual educational activities or become an Approved Provider of nursing continuing professional development activities.

Changing the terminology from continuing nursing education to nursing continuing professional development (NCPD) reflects the definition of providing ongoing education for nurses after licensing and registration. NCPD encompasses more than education on new equipment and yearly competency assessment and includes performance improvement, education based on current evidence, and life-long nursing professional development. So what, you say? Nursing professional development is a recognized nursing specialty by American Nurses Association with standards of practice that align with the ANCC accreditation program criteria. These criteria are the foundation for the development of quality nursing continuing professional development activities that are approved to award contact hours by the CNA Approver

Unit. Nursing continuing professional development activities are based on identifying a gap in professional practice, developing learning outcomes to address the gap, developing content based on evidence from peer reviewed research and other expert resources and evaluating a change in knowledge, skill or practice related to the gap. Quality nursing education enhances nursing professional development, incorporates evidence into practice and ultimately improves patient outcomes. Another measurable outcome of providing quality NCPD activities is the support of certification in a nursing specialty, which is a measure of the nurse's knowledge and competence in practice. Contact hours awarded may be applied as evidence for re-certification for individual licensees.

If you have identified a professional practice gap (a change/issue in nursing practice or an opportunity for improving practice), and validated that there is an underlying educational need of knowledge, skill or practice, you may want to provide a nursing continuing professional development activity to address the professional practice gap. The CNA website (www.coloradonurses.org under the Education tab) has all the information and resources needed for you to provide nursing continuing professional development activities that award contact hours. Review the Individual Educational Activity Process Manual and Application for the outline in determining the gap, developing outcomes and planning, implementing and evaluating the activity. Contact the Nurse Peer Review Leader (nursepeerreviewleader@coloradonurses.org) if you have questions. Please plan to submit the application at least six to eight weeks before the activity to avoid



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**Colorado Nurses Association
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For more information go to:
Colorado Nurses Association
www.coloradonurses.org

Education Links:

Please note Calendar of Scheduled
 Zoom Sessions with
 Colorado Nurse Peer Review
 Leader Connie Pardee, PhD, RN

additional fees. The Nurse Peer Reviewers of the CNA Approver Unit will review the application, provide feedback to you and work to approve the application once it meets the ANCC criteria.

Approved Providers are organizations that provide multiple nursing continuing professional development activities throughout the year and have the infrastructure to plan, implement, and evaluate ongoing NCPD. An organization must provide three approved (by CNA) individual activities within six months before submitting an application to become an Approved Provider. The Approved Provider Process Manual and the Approved Provider Application/Self-study located on the CNA website (www.coloradonurses.org) provide the basic information on the criteria and the process to become an Approved Provider. The Nurse Peer Review Leader would be happy to discuss the opportunity to become an Approved Provider with you. Please see website (www.coloradonurses.org Education) for more details.



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In Memory

**Eve Hoygaard, MS, RN, WHNP,
Co-Editor, Colorado Nurse**

We have received information regarding the following nurses honored in this column. All of them have lived in, worked in and/or were educated in Colorado. We appreciate your assistance in sharing this information with us about RN's and LPN's who have passed away.

Akridge, Shirley, RN (83) passed away in December 2019. She was a graduate of Hamline-Asbury SON in Minnesota.

Alm, Mary, RN, (96) passed away in Centennial, CO on September 9, 2019. She was a Captain in the US Army Nurse Corps during WWII in the 3rd Army.

Anderson, Swanee Kay Wilson, RN passed away in January 2019 in Billings, MT. A 1954 graduate of St. Lukes Denver SON, then a BA at the University of Denver, and later a MS in Hospital Financial Management from the University of South Dakota, Sioux Falls. In 1968, she was a founding member of Nurses Association of the American College of Obstetrics and Gynecology (NAACOG, now AWHONN). In 1969, she was the first elected President of NAACOG. She later moved to Buffalo, WY where she was the Director of Nursing Veterans Home. Her career included nursing leadership positions at numerous hospitals.

Andresen, Gayle, RN, ANP (83) passed away in late 2019 in Metro Denver. Earlier in her career she was an active member of ANA-CNA.

Bailey, Ann Marie, RN, MSN, BSN (66) passed away in Boulder in October 2019. She received her MSN at the University of Colorado Denver College of Nursing and a BSN at Central Methodist University in Missouri. Her career includes working as Public Health Nurse Epidemiologist for Boulder Public Health, as a Public Health Nurse Coordinator, Gilpin County Health and for the Alaska Department of Health and Human Services.

Beeble, Mary Louise, RN (89) passed away in Denver 2019. She attended nursing school in Burlington, VT.

Blincoe, Betty, RN passed away in Highland Ranch in late 2019. She had worked at Swedish Medical Center in Englewood.

Bruton, Betty Jane, RN (90) passed away in Greenwood Village in October 2019. She worked at St. Luke's Hospital Denver and later was at Swedish Medical Center for over 20 years. Her areas of practice were ICU, Outpatient and ambulatory care. She was one of the first married women with children to graduate from St. Luke's Denver SON.

Dougherty, Mary, RN passed away in April 2019 in Littleton. She received her nursing education in Montana.

Flansburg, Loyea RN (84) was an Employee Health nurse at The Children's Hospital in Denver. She passed away in November 2019.

Johnson, Mary Christine, RN, BSN (73) passed away at The Denver Hospice in November 2019. She received her BSN from Loyola University, Chicago and worked in Cook County Hospital, Chicago and St. Francis Hospital, Evanston and a Skilled Nursing Facility in Woodstock, Illinois. She moved to Littleton in 2012.

Lewis, Sylvia, RN, PhD, BSN, MS passed away in April 2019. She received her BSN from Sacred Heart College in Allentown, PA, a MS at Catholic University, Washington, DC and a PhD in Anthropology at the University of Washington, Seattle, WA. She was a longtime Professor at the University of Colorado College of Nursing in Denver.

McDonald, Fayth, DeWitt, RN (65) passed away in December 2019. Her nursing career was completing a LPN program in Hastings, NE. During her 39 years at Swedish Medical Center, where she worked in the "Mother-Baby" unit, she completed the RN program at Arapahoe Community College.

Magsamen, O'Linda Harvey, RN, MSN, BSN (79) passed away in Ft. Collins in December 2019. She received a BSN prior to receiving her MSN and NNP from the University of Colorado SON in Denver. Her work included being the Head Nurse at Poudre Valley Hospital NICU and Nursery. She also volunteered for Orthopedic Overseas and other volunteer agencies.

Manning, Roxanne, RN, LPN, BSN passed away in October 2019. She first completed an LPN program at Southwest WI Technical College, Fennimore, WI, next an RN program Central Methodist College, Fayette, MO and later she received her BSN from Chamberlin University. She was a travel nurse in multiple hospitals in ICU, ER, Trauma and Hospice.

Porter, Jean Yvonne, RN (78) passed away in Lakewood. She was a graduate of Metropolitan State University, Denver. She was a NNP.

Price, Jean Elizabeth, RN (93) passed away in August 2019. She first worked at Veterans Hospital in the Bronx in New York. Later, she moved to Colorado where she worked at Rose Memorial Hospital and St. Luke's Hospital as an OR nurse until retiring in 1994.

Saak, Erika, RN, BA, NP (98) passed away in December 2019. Her nursing career started in Austria after WWII when she became an RN and was working as a Head Nurse when she received a scholarship from the Red Cross to study at Indiana University Medical Center. While in the US she visited Denver. In 1967 she received an immigration visa. She worked at St. Lukes Hospital in Denver as a nursing assistant while she studied to regain her RN by passing the required nursing board examination. In 1973, she earned a BA degree from the Loretto Heights University Without Walls and also obtained her US citizenship. In 1979 she graduated from the Nurse Practitioner program at the University of Colorado Denver SON. She was hired as a NP in the St. Luke's Hospital Senior Citizens Clinic. In 1987, she retired and started to practice in a private practice until she retired again in 2000 at age 79.

Vice, Kay, RN, BA (80) passed away in December 2019. She was a nurse at Swedish Medical Center for 34 years and was a nurse manager of a surgical unit. A graduate of a diploma nursing program, she graduated with a BA in Health Science.

We reserve the right to edit material submitted and endeavor to verify all information included in this column. If you note an error, please advise us and a correction will be published. Your assistance with this column will be greatly appreciated. For more information, please contact Eve Hoygaard (hoygaard@msn.com).

Nurses in the News

Colorado Nurse Leader Elected as Fellow to American Academy of Nursing

Joanne T. Clavelle, DNP, RN, NEA-BC, FACHE, is currently Regional Vice President/Chief Nursing Officer – West for GetWellNetwork, an interactive patient care technology company, providing clinical collaboration and advisement to senior leadership and nursing teams in the western and northwestern United States. Prior to this, Dr. Clavelle served as a Chief Nursing Officer for over nine years, most recently as system Senior Vice President and Chief Clinical Officer for Scottsdale Healthcare, and later HonorHealth, responsible for nursing oversight of over 3,400 nurses at its five Magnet®-designated hospitals in both Scottsdale and Phoenix, Arizona. Dr. Clavelle's career includes senior nursing leadership roles in Magnet organizations, as well as work in clinical and community health leadership with VHA, Inc., based in Denver and supporting the U.S. Western States. She currently serves as adjunct faculty for the DNP Program at the Case Frances Bolton Payne School of Nursing and editorial boards of the *Journal of Nursing Administration* and the American College of Healthcare Executives *Health Executive* publication.



Joanne T. Clavelle, DNP, RN, NEA-BC, FACHE – GetWellNetwork

Dr. Clavelle is a well-known writer, presenter, and researcher, is published in several peer-reviewed professional journals and speaks frequently at state and national conferences on transformational leadership, structural empowerment, Magnet®, nursing practice environment, nurse practitioner/physician collaborative practice, the impact of technology on transforming nursing practice, and other topics. She is currently leading a nationally recognized research team on developing a model and instrument to measure professional governance in organizations.

Academy Fellows are selected through a competitive and rigorous process, a committee of elected fellows review hundreds of applications. The new fellows are selected based on their impressive contributions to increase access, reduce cost, and improve quality through nursing theory, practice, and science. Induction into the Academy is a significant milestone in a nurse leader's career where their accomplishments are honored by those within the nursing discipline.

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Legislative Dinner and Lobby Day 2020



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Colorado Nurses Day at the Capitol & the Annual Nurses Legislative Dinner

David Rodriguez, Day at the Capitol Coordinator
CJ Cullinan Nurse Legislative Dinner, Coordinator

Annually, the nurse members of Colorado Nurses Association partner with other Statewide Professional Nursing Associations and Colorado student nurses for a day and evening of immersion in Colorado Legislative processes. This event creates an opportunity to monitor the House and Senate activities at the State Capitol and then follow that with an evening reception and dinner with our Legislators. We are able to discuss current nursing priorities and demonstrate a strong nursing voice. We're able to share our stories. We're able to learn of Legislative Bills affecting Nursing, our patients, and healthcare in Colorado. Each of the 100 Legislators are invited by hand-delivered invitation (DNA 16 Mary Kershner & Christine Schmidt). Ongoing communications occur with our Executive Director, Colleen Casper, and Contract Lobbyist Gil Romero. Your personal emails contribute immensely to the voice of nursing at the Colorado State Capitol as well.

The Nurse's Day at the Capitol and the Nurse Legislative Dinner is set for Tuesday, February 18 at the Scottish Rite Temple on 1370 Grant St. across the street from the Capitol. The Day at the Capitol will begin with registration at 0745 followed by an overview of the Capitol and events of the day. We will then move to the Capitol to observe the House and Senate Floors and subsequent Committee meetings.

The Nurse Legislative Dinner will begin with a Wine Reception at 5:00 pm then buffet supper. Nurses, students, and Legislators get the opportunity to talk. The evening moves forward with an overview of key Legislative Bills being covered and presented by our Government Affairs and Public Policy Committee (GAPP) and Legislator introductions facilitated by our Lobbyist Gil Romero. The dinner complements the Lobby Day activities at the Capitol that morning and afternoon.

The dinner, venue, and audio costs are shared by many sponsors and supports attendance by Student Nurses. This year's co-sponsors includes the Colorado Nurses Association, Society of Advanced Practice Nurses Special Interest Group (SIG 30), Colorado Advanced Practice Psychiatric Nurses Special Interest Group (SIG

31), the District Nurses Associations of DNA 16 (East Denver Metro area), DNA 20 (West Denver Metro area), DNA 3 (Colorado Springs Metro area), Front Range Neonatal Nurses (FRANN), Association of Perioperative Registered Nurses (AORN), Colorado Association of Nurse Anesthetists (CoANA), Colorado Center for Nursing Excellence (CCNE), and Colorado Emergency Nursing support from those and additional specialty organizations. Please contact CJ Cullinan with your sponsorship and questions (cjcullinan@msn.com or text/call 720.556.6770).

The evening reinforces that all politics is relational and emphasizes the importance of getting to know each other. Our goal is to simplify the Legislative process and to engage as many nurses as possible in the important work of the Legislators. Nurses are a critical constituent to each and every Legislator and more importantly, offer unique expertise on health care related legislation. Photo opportunities allow Legislators to show their support of Nursing AND reinforce to Nurses across the state those Legislators willing to champion for issues important to the provision of health care.



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Using Leadership Power Wisely



September 2019 Vol. 14 No. 9

Author(s): Rose O. Sherman, EdD, RN, NEA-BC, FAAN, and Tanya M. Cohn, PhD, MEd, RN

Reprinted from *American Nurse Today*

Learn how to use power in the service of others.

Takeaways:

- Leaders are entrusted with power and are expected to use it wisely.
- Sources of power include coercive, legitimate, reward, expert, and relationship.
- When using power is necessary, leaders must exercise their judgment to know the best form it should take.

MARK is completing his first year as nurse manager of an urgent care center. More than 25% of the nursing staff has resigned in the last 12 months. A recurring theme in exit interviews is that Mark uses coercive power to achieve his goals. A leadership coach has been assigned to work with Mark to help him gain insight into how he uses power and to help him use it wisely to achieve unit objectives and help staff achieve their full potential.

Some new managers like Mark have a burning desire to make changes and solve problems. To achieve their goals, they use their newly minted authority coercively and alienate staff. In the absence of any counterbalance, staff may feel that resigning is the only psychologically safe way to push back against Mark's decision-making. With RN turnover costs now averaging more than \$52,000 per nurse, Mark's misuse of power has come at a high price to his organization. He'll need to commit to using coaching as an opportunity to reflect on what's happened or he might derail his leadership.

John Maxwell, a nationally known leadership expert, notes that just because you've been crowned the leader doesn't mean that you're leading. If people don't follow you, then you're not a leader.

Leadership power today

Leaders are entrusted with power and are expected to use it wisely. They drive unit culture and values through their actions and behaviors. Coercive behavior sends a strong message to staff that their opinions and ideas aren't respected. Trust is eroded when staff don't feel safe to participate in discussions because they fear retribution.

The contemporary nursing workforce doesn't respond well to command-and-control leaders. In recent research reported by Gallup, Millennial employees will quickly leave organizations where they feel that they aren't nurtured and developed by their managers. Mark's coach is likely to point out that power can be beneficial if used constructively. This will involve more reliance on influence-building skills and less on coercion as a source of power.

Sources of leadership power

Jeffrey Pfeffer, a noted scholar on power, has observed that most leadership-development programs don't directly discuss the concept of power, and nurse managers like Mark may not realize the impact of their behavior. Mark's coach should guide him to move from his current coercive source of power and tap into a source that's less self-serving and more group serving. (See 5 power sources.)

Using power wisely

Using power wisely stems from understanding how our actions affect others and being aware of the appropriateness of our actions. In clinical settings, power should be used to improve work environments for direct patient care providers and to produce positive patient outcomes. Given the turnover rates under his leadership, Mark hasn't used his power wisely. His coercive use of power has resulted in an environment of dominance motivation to control others and put his goals above his teams.' With the leadership coach's help, Mark will need to transform his dominance motivation style to an inspirational motivation style, which will empower the staff and engage them in decision-making and constructive feedback that benefits patient outcomes.



5 power sources

Leaders have five major sources of power in their power grid.

- 1 Coercive power** is the "stick" of leadership where staff are sanctioned for failing to comply with the leader's desires. Coercive power relies on fear but rarely inspires nurses to work with a leader with the long term.
- 2 Legitimate power** emanates from a position or title. It can be short lived if the leader is ineffective because to be influential, leaders must have followers.
- 3 Reward power** is based on a leader's ability to give something of value in return for performance. Nurse leaders have reward and recognition power that needs to be used in a meaningful, sustainable, and practical way.
- 4 Expert power** is built on one's specialized knowledge and access to information. Many nurse leaders struggle with giving up their expert power as clinicians when moving into a leadership role.
- 5 Referent or relationship power** is built on a leader's personal brand. Leaders with referent power are respected and have what's sometimes called social capital because people choose to follow them.

Using power wisely requires not only self-reflection and positive motivation of those you lead, but also understanding the resulting value that comes from these actions. For Mark, the value is an engaged and productive staff who are committed to the organization.

Recognizing power plays

To determine how power is affecting your work environment, learn to identify power plays, which are actions taken by someone to manipulate another into doing or not doing something, and teach employees to do the same. In Mark's case, employees who resigned said that he used coercive tactics, which suggests using force (threatening write-ups, demotion, or layoffs) to get others to comply. Mark may have found this effective in the short term, but such a power play can have serious organizational consequences.

Recognizing power plays by a coercive leader like Mark may be relatively easy because of the clear potential end result of punishment. However, power plays can be subtle, so it's also important to know how you might unintentionally create pressure on employees. Take, for example, the employee who takes on increasingly more work responsibilities because her leader asks her, even though it's creating a poor work-life balance. In this example the leader is using her power to increase an employee's workload. In turn, the employee feels obligated to take on the additional work because her leader is asking. However, the result is poor job satisfaction and increased feelings of burnout and resentment. For the leader to avoid losing an employee who's likely highly productive and an asset to the workplace, the employee needs to set healthy boundaries that the leader will respect.

Recognizing power plays also requires being aware of feelings of resentment, avoidance behaviors, being too compliant, and excessive complaining, which contribute to a poor work environment that's unproductive and riddled with communication failure. When these behaviors are present in the clinical setting, patient outcomes and safety are at risk. Instead, leaders and employees must recognize power plays and stop them through effective respectful communication.

Motivate, influence, inspire

The consequences of using coercive power as Mark did can have devastating outcomes for the leader and staff. It erodes trust and leads to unhealthy work

environments. Nurse leaders are expected to motivate, influence, and inspire staff to achieve excellent patient outcomes. This is done most effectively when they use their power wisely and rely on their influence. In some circumstances, nurse leaders may need to use power, but they must exercise judgment to know when it's appropriate and what form it should take.

As Jim Rohn, an entrepreneur and motivational speaker, once said, "The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly."

Ultimately, the best use of power is in the service of others.

Rose O. Sherman is a professor emeritus at Florida Atlantic University in Boca Raton, Florida, and author of the book *The Nurse Leader Coach: Become the Boss No One Wants to Leave*. You can read her blog at emergingnleader.com. Tanya M. Cohn is an associate professor of practice and consulting nurse scientist at Simmons University in Boston, Massachusetts.

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District & Special Interest Group Reports

DNA 5

If you live in any of the following counties you are a geographic member of DNA 5: Moffat, Routt, Jackson, Grand, Rio Blanco, Garfield, Eagle, Summit, Mesa, Pitkin, Delta, Montrose or Gunnison. Many of our retired members have also been assigned to DNA 5 and you are welcome to join us, or you may opt to remain in your geographic district. If you are in a Special Interest Group (such as DNA 30 and 31) and you live in DNA 5 you are also welcome to join us.

DNA 5 had an organizational meeting October 16th, 2019 at 6:30 PM at West Springs Hospital in Grand Junction to discuss interest in revitalizing this group. We had members meet both face to face and via an excellent call in connection. Members present agreed to meet from 6 PM to 7 PM every other month on the third Wednesday of the month for 2020 at West Springs Hospital in Grand Junction with phone in capability. Phone in information is already posted for the January 15, 2020 meeting and will be posted for all future meetings in advance of the meeting. Additional meetings may occur in other locations in our very large and often snowy DNA throughout the year. Once those meetings are scheduled, they will also be posted on the C.N.A. website. Our goal is to have some satellite meeting areas that also have phone in capacity such as Glenwood Springs, Eagle-Vail, Steamboat Springs, and other suitable locations in our geographically and demographically diverse 13 county area as the year progresses. Feel free to contact Mary Ciambelli at drmaryc@msn.com for more information and/or for suggestions about meeting places and activities.

- Wednesday January 15, 2020, 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO
- Wednesday March 18, 2020, 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO
- Wednesday May 20, 2020 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO
- Wednesday July 15, 2020 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO
- Wednesday September 16, 2020 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO
- Wednesday November 18, 2020 6:00 to 7:00 PM West Springs Hospital, Grand Junction CO

DNA 6 (San Luis Valley)

The Colorado Nurses Association District 6 members of the San Luis Valley served hot cocoa at the Skate Day at the Alamosa Rec Center on Saturday, December 7th. There were over 300 kids and parents in attendance for free skating, free food and free activities including letters to Santa. DNA 6 members served over 380 cups of hot cocoa. Though our feet were cold, our hearts were warmed watching families have fun on and off the ice. The event was organized and supported by the Communities that Care, part of the Alamosa Prevention Coalition, the 5 Star Car Club, SLV Health, SLV Behavioral Health Group, the Alamosa Boys and Girls Club and Alamosa County Department of Health.



Left to right – DNA 6 members – Charlotte Ledonne, Glenda Jackson, Sue Foster and Ann-Marie Deherrera

DNA 6 held their bi-monthly meeting at Charlotte Ledonne's house to spread some holiday cheer and solve world problems. There was great success with the former and limited progress on the latter.

Congratulations to DNA 6 member Glenda Jackson! She is the new Region 4 Director to the CNA Board. She will be an excellent representative for our region.

Respectfully submitted,
Charlotte Ledonne, RN, BSN, MA, LPC
President DNA 6

DNA 16

This fall included community-based learning opportunities for our district. We responded to a request from the Metro Denver Chapter of Habitat to present: **"Become a Homeowner with Habitat for Humanity,"** at our **October 8** meeting www.habitatmetrodenver.org. The speakers were very appreciative when presented with a sizeable donation approved by our Board of Directors for this very worthy organization.

On **November 19, 2019** Sharon Shultz DNP, RN, CEN, CPE, presented, **"Stop the Bleed,"** a training session on use of tourniquets in community trauma situations. RNs are welcome to volunteer for training to provide these presentations to other community groups at www.stopthebleed.org.

December 3, 2019, we gathered at the home of Carol and Alan Brautigam for a holiday celebration. Toys and warm clothing donations were delivered to Samaritan House by Mary Kershner, thank you all!



Also, in December, Mary Kershner volunteered to assist in reviewing student scholarships with Colorado Nursing Foundation. DNA 16 continues their annual **Eleanor Bent Scholarship** contribution with criteria of it being for a male nursing student. The amount awarded for 2020 is \$1500. Thanks to Mary!

Jan 25, 2020, 9:00-11:00am DNA 16 will hold a Breakfast Meeting at Morning Story Restaurant, Leetsdale and Holly, Denver. Final preparations for Leg Dinner and other brief business will be discussed over great food! RSVP to christineschmidt212@gmail.com by Jan. 22.

Feb 18, 2020 plan to attend the CNA Legislative Day followed by the 20th Annual Nurse and Legislator Dinner. CJ Cullinan continues service on the planning committee. See CNA website for more details and to register.

March 10, 2020, 6:00-8:00pm, Dr. Shawn Elliott, Project Director, Center for Nursing Excellence will offer an experiential presentation entitled GWEP (Geriatric Workforce Enhancement Program) program at the Center for Nursing Excellence, 5290 E. Yale Circle, Denver 80222. RSVP needed. The project will provide education and support for all levels of providers caring for the ageing population. Included will be a "virtual dementia tour," along with a light supper. RSVP to christineschmidt212@gmail.com by March 3.

April 21, 2020 will be our annual **Volunteer Night at Project Cure**, one of our most fulfilling events! Nan Morgan will again arrange volunteer registration and dinner will be provided. Feel free to bring colleagues and family and friends. Watch for details on CNA website and your e-mail.

Save the date on May 8, 2020 for Healthcare Appreciation Night at the Rockies! The Rockies will play the Cincinnati Reds and Mary Kershner will again coordinate. Bring your family, colleagues, and friends and join us for this very fun event which includes Rockies giveaways!

May 30, 2020 we will plan to participate again in the NAMI fundraiser walk to support mental health care.

The above planned events confirm DNA 16 commitment to incorporate a community volunteer event, a fundraising walk, and donating to local not for profit organizations on an annual basis. Get more out of your nursing career and come be a part of all this and more!



Carla, LPN
Nurse Program Manager

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District & Special Interest Group Reports

Watch the CNA website and your e-mail for more details, hope you can join us!

Respectfully submitted,
Christine Schmidt, RN, MS
DNA 16 President
christineschmidt212@gmail.com

DNA 20 (West Metro Denver)

Our December Holiday Potluck was well attended thanks to members bringing guests and the attendance of Colorado National Association of Hispanic Nurses. Irene Drabek gave a presentation on a school for albinos that she visited on a trip to Tanzania. Children's diapers and toys and gift cards for adolescents were collected for Rocky Mountain's Children's Health Foundation.

Adrienne Boland, a student in the accelerated BSN program at Metropolitan State University of Denver, was the recipient of the DNA 20 \$1500 scholarship for 2019. Betsy Woolf was the DNA 20 representative on the Colorado Nurse Foundation Scholarship Selection Committee who oversees the scholarship application and selection process. DNA 20 donated a basket to the Friends of Nursing for its Silent Auction at its Holiday Celebration Dinner held at Lakewood Country Club representing DNA 20's ongoing support of nursing scholarships. The dinner is one of the FON's fundraiser for its scholarships.

Lola Fehr MS, RN, CAE, PRP, FANN, a Consultant with Colorado Center for Nursing Excellence, spoke at our January meeting about the national initiative to get 10,000 nurses on boards by 2020. She asked attendees at the meeting to think about the value that nurses add to boards and to give thought to what

types of boards were of interest to them. She stressed the need for nurses to think beyond organizations that have a health-related mission. February's presenter was Carolyn Ackerman Ed.D, MS, RN, CHPN, Associate Professor, Loretto Heights School of Nursing, Regis University and a Nightingale Luminary in 2019, who spoke on The Path of Life: The Joy of Living at the End of Life board game which was a qualitative case study created by her for her doctoral research. The game was based on the need for increased education on end-of-life in nursing schools. The game is used around the country in various universities.

Congratulations to Jean Schroeder, Associate Professor, Loretto Heights School of Nursing, Regis University, who was selected by the National State Boards of Nursing to be a member of the NCLEX testing panel. The panel will review test questions and give final approval for questions to be piloted on NCLEX. Congratulations to Natasha Bluhm, a school nurse for Denver Public Schools, who was appointed as adjunct faculty at Metropolitan State University of Denver where she will assist with BSN student clinicals. Natasha is enrolled in the DNP Health Care Leadership Program at Chamberlain University. Recognition goes to Norma Tubman who was appointed to the board of the Friends of Nursing.

Thank you to Irene Drabek who mentored the three Front Range Community College of Nursing students sponsored by DNA 20 to attend the February 18 CNA Legislative Dinner. In addition to sponsoring the students, DNA 20 was a fiscal sponsor of the event with a \$200 donation.

For information on DNA 20 meetings, locations and speakers, contact President Annette Cannon at Annette2006@MSN.com or see the CNA website.

Respectfully submitted,
Norma Tubman

SIG 30

Colorado Society of Advanced Practice Nurses (CSAPN)

SIG 30 is excited to be co-sponsoring the 2020 Annual Legislative Connection Dinner on February 18th. We will be hosting 25 SIG 30 members representing APRNs in Colorado. Each member will be paired with a Colorado Senator and/or Representative in order to provide each legislator with updated and accurate information regarding nursing practice in Colorado. During our November meeting we discussed the 2019 Sunset Review, in addition to celebrating National Nurse Practitioner Week with a drawing for our members. We would like to congratulate our fall scholarship recipients: Darci Martinez, Krista Estes, Mary Pat Dwald, and Susan Schmit. We are looking forward to launching an instagram account to broaden our reach and communicate with our members in more ways.

As a reminder, the sponsors of our monthly continuing education meetings require advance RSVP's. Your registration via the online RSVP format is essential and we will not be able to welcome attendees who have not pre-registered online. For those of you who may be having issues with the online registration, please contact Colorado Nurses Association central office staff via info@coloradonurses.org.

Respectfully submitted,
Sara Manley

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Liz Sprague, an RN for Centura Health, works the night shift and specializes in care for Women and Babies. With a passion for treating newborns, Liz believes it truly takes a village to raise a child.

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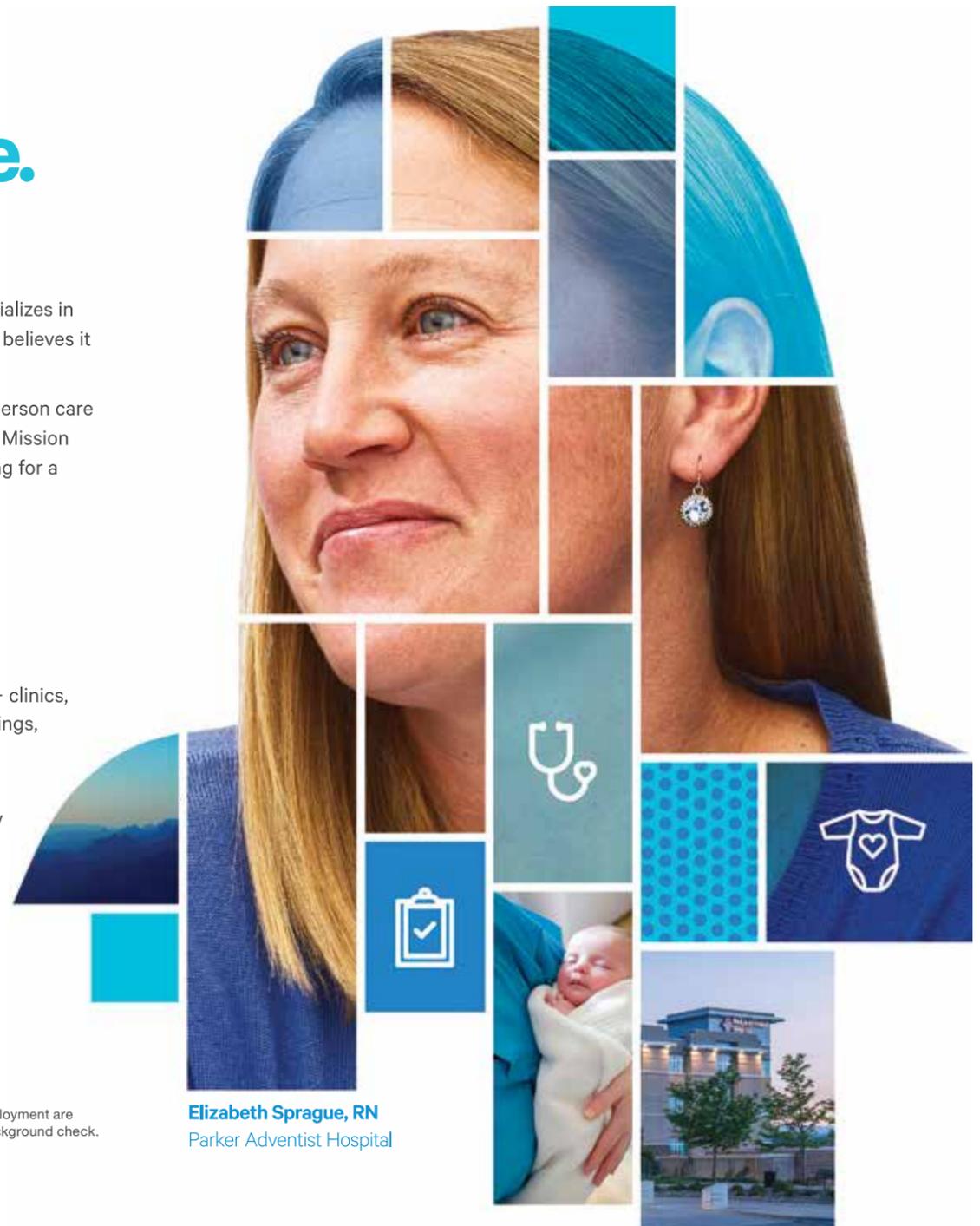
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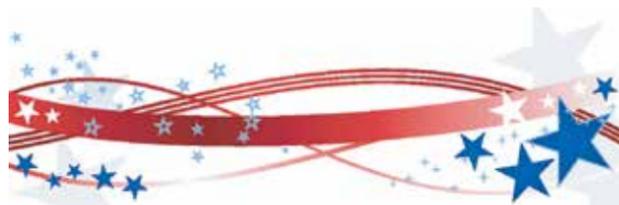
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Elizabeth Sprague, RN
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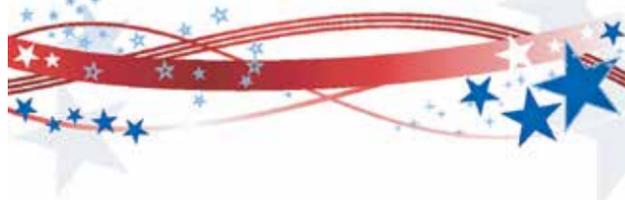
Join Colorado Nurses Association and members of the Colorado Professional Nursing Association Coalition in assuring a strong voice in the 2020 Colorado Legislative Session.

February 18, 2020 we will host Colorado Nurses Day at the Capitol and the Annual Nurse-Legislator Dinner.

ANA Membership Assembly will no longer be endorsing presidential candidates. Instead, ANA will provide information on each candidates track record for issues important to nursing.

ANA now has a website for this purpose, Nurses Vote 2020, nursesvote.org. Information is available on candidates and current national policy issues related to nursing.

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please visit www.necintherockies.com.
See you there!

Revisiting Generation Z

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Vermont Nurse Connection
January, February, March 2020 Issue

Your generation says a lot about you to your nurse colleagues. Of course, you are ultimately responsible for your own reputation, but if your co-workers understood your world views—and you knew more about the hallmarks of their generation, as well—it could make a difference in how everyone gets along.

~Jennifer Larson,
NurseZone.com



Priscilla Smith-Trudeau

Much has been written and said about the generational differences in the nursing workforce. The generation to which each individual belongs leaves an indelible mark in terms of values, norms, and expectations. Loyalty, security, work ethic and flexibility are factors that people in their twenties see very differently than co-workers in their thirties, forties, fifties, sixties and seventies do. In 2016, I wrote an article entitled, *Generation Z Nurses Have Arrived. Are you ready?* Since that time there have been many articles written detailing strategies for welcoming and working with Generation Z nurses. In order for the other generations who are the culture carriers to welcome and work with Gen Z they first must have a basic understanding of Gen Z and vice versa. Each generation that enters the nursing workforce has goals and motivations which are distinctly different from their predecessors. Adjusting the workplace to bring the best out of a new and different generation is no easy undertaking. It requires spending time with Generation Z to understand how they live, what they value, their work ethics and ways they communicate.

Building a better future will depend on our ability to appreciate generational difference
~ Mal Fletcher

The greatest challenge in writing this article has been to present the material fairly and in such a way that no one would be offended. Every attempt has been made to avoid irresponsible generalities and to present accurate and timely information. Nevertheless, it is possible that some statements will be inconsistent with your own personal experience, will appear to be applied too broadly, or will in some way offend or upset you. Please accept my apologies for this. Much of the fascination in the study of cultural diversity lies in its constant flux. Behaviors and attitudes found among some members of a culture/cohort will be absent in others; cultural characteristics that at first appear to be deeply rooted will change according to time and circumstance and be subject to the vagaries of human nature and individual psychology. As professionals, we all must keep a vigilant watch for the exception to every statement that gives working in a culturally diverse environment its peculiar fascination.

We need to remember across generations that there is as much to learn as there is to teach.

~ Gloria Steinem

9 Things Employers Should Know About Generation Z

1. They crave financial security.
2. They're dedicated to working.
3. They don't want to own their own businesses.
4. They're risk-averse.
5. They're more racially diverse.
6. They want hands-on-managers.
7. They're more tech-savvy than their millennial predecessors.
8. They prefer independent work.
9. They may be more likely to be anxious or depressed.

Source: Janet Adamy, Wall Street Journal <https://www.advisory.com/daily-briefing/2018/09/13/gen-z>

Jennifer Chicca, MS, RN, and Teresa Shellenbarger, PhD, RN, CNE, ANEF wrote in their 2019 article entitled, *A new generation of nurses is here* that this cohort has many names Generation Z (also known as iGen, net Generation, iGeneration, Gen Next, Gen WII, Post Gen, Multi-Gen, Homeland Generation, and Plurals) that includes anyone born from about 1995 to 2012. Gen Z is the largest population ever, with 72.8 million globally and 25% in the United States alone. Gen Z will be the last generation in the United States to witness Caucasians as the majority. They value diversity, have the strong Baby Boomer work ethic and are more optimistic about their future than other generations. They are predicted to become the most entrepreneurial, conservative, diverse and educated generation in the world. If your organization has just hired Generation Z new graduates and you haven't re-designed and tailored your orientation program to meet their needs of wanting to be engaged, enthused and motivated, you might want to rethink your strategy. Why? Because they are multitaskers using a variety of forms of communication. They thrive on change and are seeking organizations on the cutting-edge of healthcare. Creativity is an important aspect of their education and they plan to use it. More importantly organizations need to provide educators and managers with the tools and processes which allow them to reward and recognize, train, develop, and empower Generation Z more effectively. A 2014 study *Generation Z Goes to College* found that Generation Z students self-identify as being loyal, compassionate, thoughtful, open-minded, responsible, and determined.ⁱⁱ How they see their Generation Z peers is quite different from their own self-identity. They view their peers as competitive, spontaneous, adventuresome, and curious—all characteristics that they do not see readily in themselves.ⁱⁱⁱ In addition, some authors consider that some of their competencies, such as reading competence, are being transformed due to their familiarity with digital devices, platforms and texts.^{iv}

The beauty of the world lies in the mixing, managing, acceptance and appreciation of generational differences

~ Ty Howard

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Over the past year I have had the pleasure of orienting and getting to know many new Gen Z nurses. I find their grasp of technology and the speed at which they can retrieve information surprisingly impressive. They are gracious, kind, humorous, innovative, creative, and wanting to make a positive impact in patient care and the nursing workforce. They have a great amount of drive, talent, and ambition to bring to the nursing workforce. They are willing to grow and progress quickly and intend on making an impact on the organization they work for from the beginning. Twibell et al (2012) put it well in their article, *Tripping over the welcome mat: Why new nurses don't stay and what the evidence says we can do about it*, that it is a well-known fact that once new nurses start to feel at home and committed to stay in an organization, they feel empowered in practice, have a sense of belonging in a work group, and perceive that resources balance job stress. Before long, newly graduated nurses who commit to stay become the peer group for the next wave of new nurses, smoothing out wrinkles in the welcome mat and opening wide the door to a successful professional.^v

Over the years I've seen nursing teams paralyzed and polarized by generational differences, full of resentment for one another stuck in unresolved conflicts. I have also seen teams tap into their differences using those differences as sources of creativity and productivity by recognizing the unique strengths of each individual. Differences can be a source of creative strength and a source of opportunity, or a source of stress and inexorable conflict. Understanding generational differences is critical to making them work for a nursing team and not against it. It is critical for creating harmony, mutual respect, and shared effort where there is suspicion, mistrust, and isolation. The nursing culture has always been made up of mixed-generations. The best mixed-generation nursing teams [in my opinion] recognize the unique strengths of each individual. Instead of focusing on deficiencies nurses from all generations must learn what talents, strengths, contributions, and skills each nurse brings to the team. We all have different values and work styles. Those differences are the critical turning point of being a successful team benefiting from the synergy of differences. It is important for Generation Z nurses to learn from the idealist, passionate Baby Boomer; the technoliterate, adaptable Generation Xer; the young, optimistic Millennial. This understanding can lead to a better insight into why the differences within a team should be seen as a positive influence as the confluence of behaviors makes for better, more considered and balanced decision-making. This coalescence can result in a powerful network of nurses with a remarkable ability to support each other and maximize their contribution to patient care.

Priscilla Smith-Trudeau, MSM, RN, BSN, CCM, CRRN, HNB-BC is an author, speaker and healthcare management consultant. She is board certified in holistic nursing and board certified in rehabilitation nursing with a focus on integrative health. Holistic nursing is at the core of her nursing practice, self-care and consulting. In order to fully appreciate the challenges facing managers and staff nurses, Priscilla continues to practice as a bedside nurse in an acute rehabilitation setting.

ⁱ Chicca, J., Helgenberger, T., (2019), A new generation of nurses is here. *American Nurse Today*, Vol. 14 No. 2
ⁱⁱ Stillman D, Stillman J. *Gen Z Work: How the Next Generation Is Transforming the Workplace*. New York, NY: Harper Collins; 2017: [Kindle Edition].
ⁱⁱⁱ Amiama-Espaillet, Cristina; Mayor-Ruiz, Cristina (2017). "Digital Reading and Reading Competence – The influence in the Z Generation from the Dominican Republic." *Comunicar* (in Spanish). 25 (52): 105–114. doi:10.3916/c52-2017-10. ISSN 1134-3478
^{iv} Seemiller, Corey (2016). *Generation Z Goes to College*. Jossey-Bass. ISBN 978-1-119-14345-1.
^v Twibell, R., St. Pierre, J., Johnson, D., Barton, D., Davis, C., Kidd, M., Rook, G., (2012), *Tripping over the welcome mat: Why new nurses don't stay and what the evidence says we can do about it*. *American Nurse Today*, Vol. 7 No. 6. Retrieved September 9, 2019 from: <http://www.americannursetoday.com/tripping-over-the-welcome-mat-why-new-nurses-dont-stay-and-what-the-evidence-says-we-can-do-about-it/>

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Colorado Nurses Foundation President
continued from page 1

There are many endorsements for this year as evidenced by the few above examples.

To continue to the development of nursing for the future 2020 to 2030, the following quote from the National Academy of Sciences website identifies some next steps.

The Future of Nursing 2020-2030 Project Scope: An ad hoc committee under the auspices of the National Academies of Sciences, Engineering, and Medicine will produce a consensus report that will chart a path for the nursing profession to help our nation create a culture of health, reduce health disparities, and improve the health and well-being of the U.S. population in the 21st century. The committee will examine the lessons learned from the Future of Nursing Campaign for Action as well as the current state of science and technology to inform their assessment of the capacity of the profession to meet the anticipated health and social care demands from 2020 to 2030, with emphasis on multi-sector teams and partnerships.

From Website: <https://www8.nationalacademies.org/pa/projectview.aspx?key=51496>

This year's columns will focus on the YEAR OF THE NURSE AND MIDWIFE.

Colorado Nurses Association President
continued from page 1

www.nursingworld.org/news/news-releases/2019-news-releases/ana-enterprise-gears-up-for-global-year-of-the-nurse-in-2020/

The work of the Colorado Nurses Association supports this intent. The CNA Strategic Plan demonstrates a strong commitment to advocacy, education and engagement. Specific areas of focus include work on the Nurse Practice Act, 100 CNA Members for 100 Legislators, and providing a yearly membership meeting.

The coming year promises to be a great opportunity to honor our nurses. We look forward to celebrating our professional colleagues during the Year of the Nurse. Together we can advance the mission of the Colorado Nurses Association: Strong together to advance the profession of nursing to improve health for all.

Colorado Nurses Foundation 2020 Nightingale Luminary Event



**COLORADO
NURSES
FOUNDATION**



The 2020 Nightingale Luminary Awards Gala on May 9 at CU South Denver, Lone Tree, will celebrate the World Health Organization's "Year of the Nurse and Midwife" as well as the 200th anniversary of the birth of Florence Nightingale.

This year's emcee is Deborah Center, Chief Program Officer, of the Colorado Center for Nursing Excellence. The Nightingale Award is Colorado nursing's highest honor, recognizing nurses for excellence in three areas: advocacy, innovation and leadership.

Up to 60 luminaries, or finalists, from across the state convene to be honored with the Nightingale Luminary Medal. The event concludes with the awarding of 12 Nightingale Awards. Tickets are available or will soon be available at coloradonursesfoundation.com.

The tentative evening schedule is as follows:

- 4:45 PM Luminary Rehearsal, Cash Bar
- 6:00 PM Silent Auction, Reception, Cash Bar
- 7:00 PM Welcome, Luminaries Presentation & Dinner Served
- 7:30 PM Silent Auction Closes
- 8:15 PM Nightingale Presentation

Dress code: Although the event is cocktail attire, ladies will be comfortable in both floor and street length evening-wear. For men, business attire or black-tie is suggested.

Parking: Parking is available anywhere within the provided parking lots south of the building and is free of charge. When there is a large community event scheduled on a day when CU classes are in session, part of the lot may be blocked off for CU student parking only. When this occurs, the

area designated for CU students will be identified with signage and in some cases, personnel will be directing cars to the appropriate section.

Photographer: A photographer will take table pictures and candid photos throughout the evening as well as photos of the award presentations. This includes every Luminary and Nightingale recipient. Some photos will be printed and available for free by the end of the evening. All photos will be available for purchase on a special website after the event. There will also be a special photography area for personal photos with friends and family. This area will be located in the same pre-function area as the cocktail party.

Silent Auction: The silent auction closes at 7:30. You'll need to pick up and pay for any items you won before leaving the party.

Hotel Information: If you will need a hotel near CU South Denver, here are several nearby options. Please call the hotel directly to make your room reservation.

- Hilton Garden Inn Denver South Park Meadows Area (4 minute drive; 1.7 miles)
9290 Meridian Boulevard, Englewood, CO
303-824-1550
- Denver Marriott South at Park Meadows (8 minute drive; 2.5 miles)
10345 Park Meadows Dr., Lone Tree, CO 80124
303-925-0004
- Courtyard by Marriott (9 minute drive; 3.5 miles)
8320 S Valley Hwy, Englewood, CO, 80112
888-734-8507
- Hyatt Place Denver South/Park Meadows (10 minute drive; 4.4 miles)
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Scenes from 2019 Nightingale Luminary



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<https://www.nursefamilypartnership.org/>

MINIMUM QUALIFICATIONS:

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Transforming Healthcare Through Workforce Innovation

Ingrid Johnson, DNP, MPP, RN
President and CEO
Colorado Center for Nursing Excellence

The Colorado Center for Nursing Excellence (The Center) is the nation's largest nursing and healthcare workforce center. Anyone who has ever participated in a Center program knows this, but the truth is, most people in the state don't know about the work of The Center. Recently, staff has been traveling around the state conducting focus groups with nurses, healthcare, and policy leaders about the challenges that the nursing and healthcare workforce is facing and looking for solutions. Regarding challenges, responses have been similar across the state and across cultural, social, and geographic divides. This provides specific challenges to address. The concerning reality for The Center, beyond the challenges, is that many nurses don't know anything about this organization. The first official workforce column in the *Colorado Nurse*, therefore, will be dedicated to introducing The Center and the work of The Center. The goal is to invite the nurses of Colorado to use the resources provided by The Center to help build the nursing profession and understand how the states nursing workforce center is responding to issues that impact the healthcare workforce in Colorado.

Generally, nurses are reporting that concerns revolve around transition to practice, understanding of delegation expectations and inconsistencies,



COLORADOCENTER
for Nursing Excellence

overwhelming quantities of paperwork, staffing shortages, workplace violence and incivility, and bias. All these issues lead to turnover. Turnover is not only expensive but most importantly can lead to poor patient outcomes. This work is most easily explained through The Center's vision statement; "Transforming Healthcare Through Workforce Innovation." This is a refined way of saying that The Center focuses on recruitment and retention of a safe quality nursing and healthcare workforce to improve patient outcomes, and it is achieved through data collection and responding to that data with innovative programing.

Discussion around staffing shortages of experienced nurses is also a pattern of concern. The Center is looking at solutions to help keep experienced nurses in the workforce. Often, nurses

report leaving because of bias and incivility. There are several courses and programs that The Center offers to help nurses navigate these issues. The **Nursing Leadership Connection (NLC)** is a wonderful collaboration designed to support building new nurse leaders within the profession and any nurse or nursing student can participate. **Clinical Scholars, Becoming Culturally Inclusive, Mentor Training Institute,** and **Bias Busters** workshops all are available to support the personal and professional growth of nurses and maintain a focus on building a strong workforce to support all citizens across Colorado.

Recently, the United Health Foundation provided funding to build a new **Behavioral Health Workforce** by recruiting existing rural primary care NPs to return to school and obtain a post graduate psychiatric mental health nurse practitioner (PMHNP) certificate. There is money to support 39 new PMHNPs across rural Colorado. Another initiative that is funded through a new HRSA grant allows The Center to offer **Virtual Dementia Training** to anyone interested in helping to improve the dignity and understanding of people suffering from dementia. If any group or organization is interested in participating in this training, it is available at no cost.

This column will be reporting on these and other opportunities available to nurses in the state in future editions of the *Colorado Nurse*. The Center looks forward to working with nurses all around Colorado to transform the nursing and healthcare workforce!

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– Kurt Gensert, Chief Operating Officer/Chief Nursing Officer, Platte Valley Medical Center



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